



Delayed Entry Program (DEP) Attrition

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30 Mar 04

Achieving Human Resource Solutions Through Innovative Research
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Project background

- Purpose: To obtain information about recruiting and DEP experiences to examine possible trends and predictors of DEP attrition
- Method: Telephone interviews with representative sample of DEP attrites and recruiters

Interviews conducted from January to August 2003

Attrite survey ($N = 600$)

- › Attrites during data collection period interviewed about recruiting and DEP experiences
- › Participants entered DEP as early as January 2002

Recruiter survey ($N = 50$)

- › Recruiters interviewed about experiences with specific participants from attrite survey and DEP process in general

Survey content

NPRST

Attrite survey

Education credentials
Influences to join Navy
Recruiting experiences
DEP experiences
Reasons for leaving DEP
Decision to leave

Recruiter survey

General DEP questions

- › Reasons for leaving
- › Indicators that recruits are at risk for leaving
- › Possible improvements

Attrite-specific questions

- › Reasons for leaving
- › Possible interventions to prevent decision to leave
- › Effect on interactions with other recruits

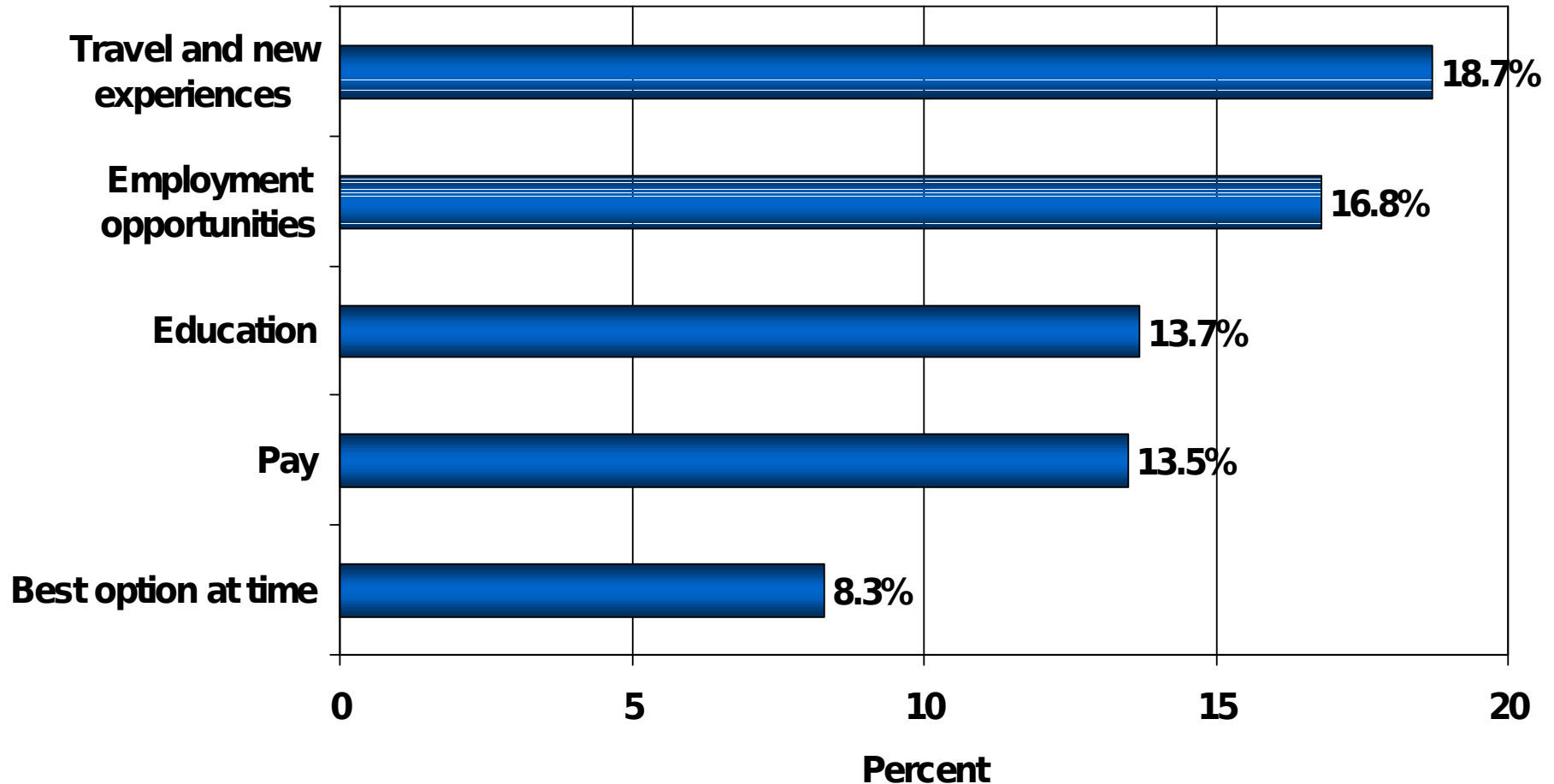
Attrite Survey Results

Participant characteristics

- Gender
 - 62% male
 - 38% female
- Education certification
 - At time of enrollment in DEP
 - > 60% high school diploma
 - > 37% working toward high school diploma
 - At time of interview
 - > 84% high school diploma
 - > 6% did not finish
 - > 10% other credential (e.g., GED)

Top influences to join

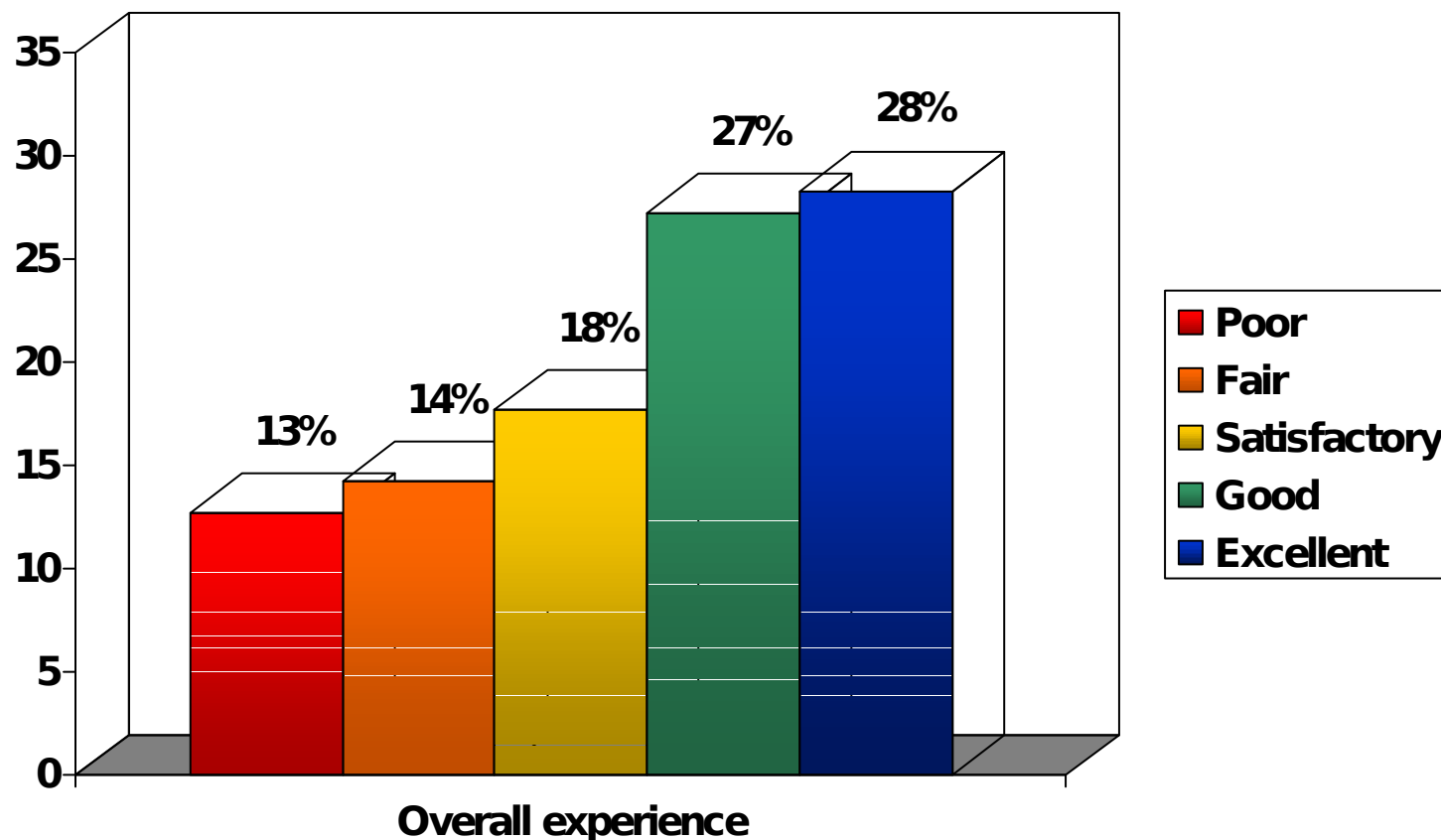
NPRST



Overall recruiting experience

NPRST

“Overall, would you say your recruiting experience was...”

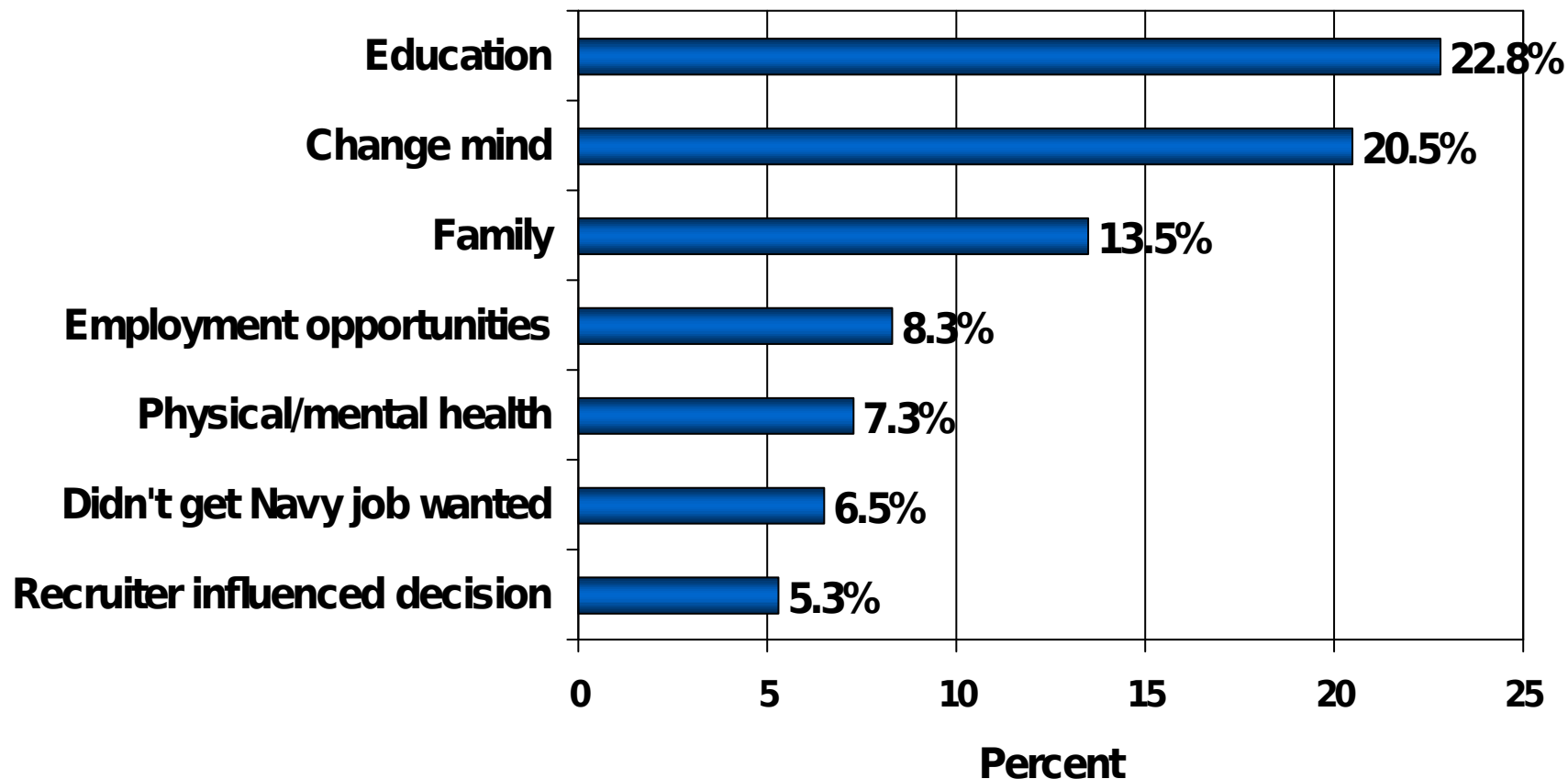


DEP experiences

NPRST

- 42% in DEP longer than 6 months
- 47% met with recruiter once a month or less
 - 61% reported that amount of contact was about right
 - However, 26% reported too little contact with recruiter before leaving DEP
- 50% attended 3 or fewer DEP meetings
- Length of DEP meetings ranged from less than 15 minutes to longer than 90 minutes
- Majority reported that frequency (61%) and length (67%) of DEP meetings was 'about right'

Top reasons for leaving



Decision to leave

NPRST

- 17% reported that the people most important to them were disappointed with the decision to leave
 - Of these:
 - 35% slightly disappointed
 - 35% disappointed
 - 30% very disappointed
- 49% reported that they have experienced at least some degree of regret or doubt about the decision to leave
- Moderate relationship exists between perception of recruiting experience and amount of regret or doubt about decision to leave ($r = .27$)

Recruiter Survey Results

Recruiter experiences with DEP

NPRST

- Recruiters' perceived top reasons for leaving largely correspond to reasons reported by attrites
 - However, recruiters cite being in program too long prior to ship date more often than attrites report this reason (32% v. 2.3%)
- Recruiters' perceived top risk factors for dropping from program
 - Lack of contact (66%)
 - Lack of attendance at program meetings (58%)
- Recruiters' top suggestion for program improvement
 - Shorter time in program prior to ship date (38%)
 - However, 40% report that they "don't know" what improvements could be made or that the program is doing well as is
- 84% believe there is nothing they could have done differently to affect decision to leave
- 82% report no subsequent change in interactions with other applicants

Conclusions

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- Possible interventions for reduction in attrition from DEP
 - Determine optimal time period between enrollment and entrance into initial recruit training
 - Take immediate action on signs that individual is at risk of dropping from program
 - › Contact individual
 - › Encourage program meeting attendance
 - Evaluate program meetings
- Future research
 - Evaluate program to determine if individuals' needs are being met under current procedures
 - › Interview recruits currently in training, recruits who recently exited from training, individuals currently enrolled in DEP, and DEP managers
 - Implement changes to program based on results of evaluation